3. ***Work with Direct Account sales personnel to expand upon opportunities, greater understanding of program elements, and to monitor display penetration - to the right accounts.***

4. ***To further ensure the effectiveness of this program, a Local Performance Program has been established for all department managers (including KAMs), challenging each operating unit to maximize this program to its full potential.***

During the month of January, Region personnel signed-up participating Retail accounts thus ensuring the validity and effectiveness of this program. Therefore, we have a 75% comfort level with the Region's DPC accounts. By the end of the 1st quarter we will be at 100% effectiveness as a result of the aforementioned work efficiencies.

5. ***Continue on-going refinement of this program.***

The Buffalo Region feels confident that by applying the above mentioned practices and truly strengthening our partnership, we will reap the benefits of this program

Sincerely,

Stephen MacLeod

S.R. MacLeod
ROM/#1610
:etb

cc: R.C. Farmer
F.V. Natale

51859 6838

Source: https://www.industrydocuments.ucsf.edu/docs/kffn0000

RJ Reynolds
Tobacco Company

Stephen R. MacLeod
Region Operations Manager
Buffalo #1610

**Sent via e-mail*
February 1, 1996

TO: D.P. FITZGERALD

RE: *DPC EXECUTION*

Dear Don:

The Buffalo Region has established the following guidelines to effectively and efficiently monitor the direct account delivery of our DPC promotions during 1996:

1. Communication:	***Obviously it becomes critical that both Sales Reps and Retail Reps communicate and provide feedback on those locations over 100 cpw receiving DPC promotion - on going!***
2. Ownership of Program:	***Region Management/Reps take full responsibility of responsible accounts! Manager/Rep is the "gatekeeper":*** ***(a) Final approval of ship-to location.*** ***(b) Immediately handle and address delivery to non DPC accounts - communication process.*** ***(c) Ensure product is shipped in a timely manner.*** ***(d) Periodically monitor direct's invoices to selected DPC accounts.*** ***(e) Approve payment ($7/display) once all requirements of program have been satisfied.***

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Source: https://www.industrydocuments.ucsf.edu/docs/kffn0000